

Proactive Leading Indicators for Vision Zero

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Aims of the project

To develop a set of proactive leading indicators for SHW
Useful in a variety of sectors, for large and medium-sized organizations

Reasons for the project:

- Request from industries
- Need to facilitate benchmarking and mutual learning
- An accepted set of (proactive) leading indicators was not yet available

Why leading indicators?

Lagging indicators do not provide any clues as to what is needed for improvement, or how it should be done

Leading indicators

- Have predictive value for SHW performance
- Help organizations to identify strengths and weaknesses
- Can support benchmarking and mutual learning between organizations

Proactive Leading Indicators can support organizations to:

- Enhance organizational commitment for Vision Zero
- Develop a proactive prevention culture
- Stimulate prevention right from the start of any process or activity
- Promote early active anticipation
- Manage processes of (inter)organizational learning
- Facilitate the process from planning to implementation
- Learn from experiences in Safety to improve Health and Wellbeing
- Set up a global system for SHW benchmarking

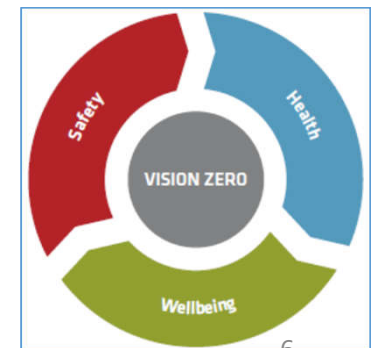


Some of the organizations that shared their indicators with the project team



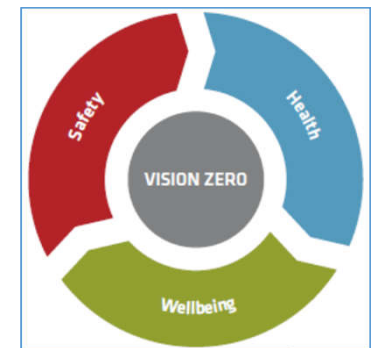
Main criteria for the selection of the leading indicators

- Proactivity
- Relevance for each of the three aspects: Safety, Health & Wellbeing
- Relatively easy to measure (no additional tools required)
- Evidence of effectiveness (scientific or from industrial practice - at least for safety)
- Potential for synergies



Pilot and evaluation






- A draft set of 7 indicators was shared with a variety of organizations
- Feedback via on-line survey and direct communication
 - The feedback was generally quite positive
 - Specific suggestions for improvement
 - Keep it Simple, especially for SMEs








The 14 proactive leading indicators (I)

No.	PROACTIVE LEADING INDICATOR	AIM (Short description; see details in section Fact sheets)
1.1 	Visible leadership commitment	Through visible leadership commitment, leaders demonstrate their commitment to SHW and actively promote SHW improvement.
1.2 	Competent leadership	Committed and intrinsically motivated SHW leadership is essential to drive the development processes of VISION ZERO.
2.1 	Evaluating risk management	Evaluation of the effectiveness of SHW risk management shows leadership focus and commitment to improving SHW, and supports organizational learning and continuous development.
2.2 	Learning from unplanned events	Learning from unplanned events (incidents, events, cases) contributes to preventing similar undesirable events from (re)occurring.

The 14 proactive leading indicators (II)

3.1 	Workplace and job induction	Integrating SHW in induction processes demonstrates that SHW are an integral part of each job and each business process.
3.2 	Evaluating targeted programmes	Evaluating targeted SHW programmes (for example temporary campaigns) helps to verify that they are implemented as intended, and improvement goals are met.
4.1 	Pre-work briefings	Integrating SHW in pre-work briefings allows for the identification of context specific hazards, risks and prevention measures prior to work.
4.2 	Planning and organization of work	Planning and organization of work is essential for the success of every organization and for ensuring SHW.
5.1 	Innovation and change	Technological, organizational and personnel changes occur frequently in organizations and should be considered proactively to improve SHW from the start in the design phase.

The 14 proactive leading indicators (III)

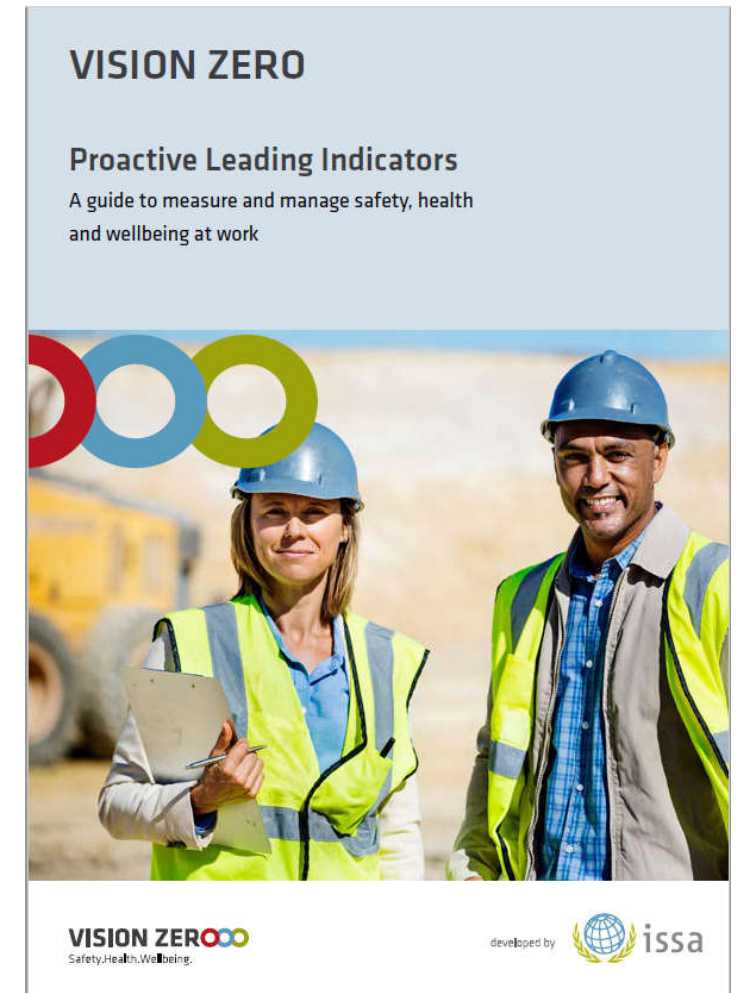
5.2 	Procurement	Procurement can determine SHW risks for a long period. The indicator aims to trigger the systematic use of procurement for SHW improvement.
6.1 	Initial training	Initial training is key to ensuring good SHW and to qualifying leaders and workers before they start their jobs.
6.2 	Refresher training	Refresher training ensures that leaders and workers' knowledge and skills on SHW remain up to date.
7.1 	Suggestions for improvement	When suggestions for SHW improvements are welcomed and are taken seriously, it stimulates active commitment and contributes to SHW improvement.
7.2 	Recognition and reward	Recognition and reward for SHW involves showing appreciation for engaging in desired SHW behaviours.

Guide on Proactive leading indicators













- ISSA Guide – August 2020
- Free of charge available
- 8 languages

Go to:

<https://visionzero.global/proactive-leading-indicators-0>



14 Fact sheets (in the Guide)

Indicator No. 4.1 **Pre-work briefings**

Rule No. 4 **Define targets – develop programmes**

Aims

Integrating SHW in pre-work briefings allows leaders and workers to identify context specific hazards, risks and prevention measures. This shows leadership focus and commitment to SHW, and a commitment to stimulating the active participation and influence of workers.

Key concepts

Pre-work briefings are short, regular meetings between leaders and workers held directly before work tasks begin. The briefings may be planned or spontaneous/ad-hoc. The discussions deal with previous, current and upcoming work, including dialogue on ensuring SHW. Attention is paid to mutual identification and control of hazards and risks and other issues that deserve special attention as an integrated part of work and business.

Good practices

1. Ensure that pre-work briefings are a normal part of leaders' job description, and make them accountable for it.
2. Provide an open atmosphere, wherein two-way communication is central. Ask questions to trigger workers to think for themselves, and employ active listening skills. Be aware of positive and negative body language, and be culturally and linguistically sensitive.
3. Use the briefings to confirm or update the job SHW risk analysis.
4. Ensure to focus on safety issues, health (such as exposure to noise, chemical substances, heavy lifting) and wellbeing (for example mutual support and teamwork, time pressure and work load).
5. Pay attention to challenges that may arise during the work and those known from previous experiences: including unexpected deviations from the norm, dangerous situations, near misses, exposure to hazardous chemical, physical or biological factors, and cases of discrimination or bullying.

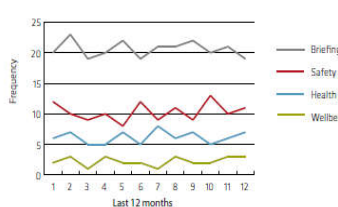
Limitations

Pre-work briefings should not replace periodic SHW training.

How to measure (See more details in the ISSA guide to proactive leading indicators)

Option 1: Are SHW an integrated part of discussions in pre-work meetings? (Yes/No)
Option 2: How often are SHW an integrated part of discussions in pre-work meetings? (Always or almost always, Frequently, Occasionally, Rarely, Never or very rarely)
Option 3: Determine the number of pre-work meetings held (per group/ leader) per month over the last 12 months in which each aspect of SHW was an integrated part of the discussions. Some meetings may have included all three topics, whereas others may have focused on only one or two of them. The frequency of the briefings will depend on the hazards and variations in tasks and the workplace.

Example option 3: Assuming SHW should be addressed in pre-work briefings each working day - with 20 briefings held in the first month, safety was an integrated part of the discussions in 12 of the briefings, health in 6, and wellbeing in 2.



← Aims

← Key concepts

← Good practice

← Limitations

← How to measure (3 options)

← Example of graphical results

Three options for using the indicators

Option 1: YES / NO checklist



Option 2: Frequency estimation - scale of 0 - 4, 'Never' to 'Always'

Option 3: Quantitative measurement – actual frequency or percentage

Option 1, the YES / NO checklist

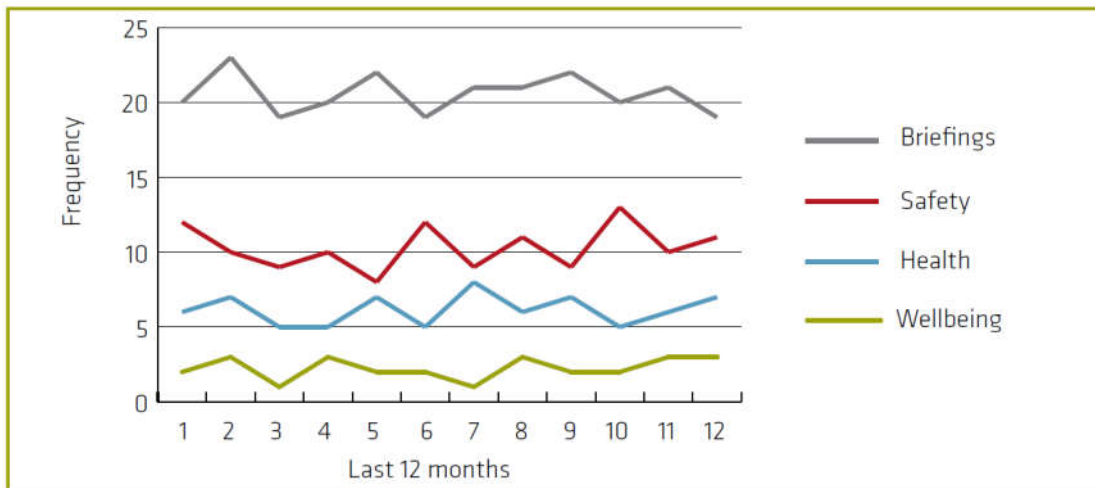
Examples	Safety		Health		Wellbeing		Total
	YES	NO	YES	NO	YES	NO	YES
1.1 Do leaders visibly demonstrate their commitment to SHW in their work processes and behaviour?	√			√		√	1
1.2 Are new leaders selected based on their intrinsic motivation for or proven record in SHW?	√		√			√	2
4.1 Are SHW an integrated part of discussions in pre-work meetings?		√		√		√	0
4.2 Is the organization systematically considering SHW when planning and organizing work?	√			√		√	1
“YES” total	12/14 (86%)		6/14 (43%)		4/14 (27%)		19/42 (45%)

Option 2, Frequency estimation

To what degree are the following questions met? Always or almost always = 4; Frequently = 3; Occasionally = 2; Rarely = 1; Never or very rarely = 0	Safety	Health	Well-being	Total
1.1 How often do leaders visibly demonstrate their commitment to integrating SHW in their work processes and behaviour?	2	3	1	6
1.2 How often are new leaders selected based on their intrinsic motivation or proven record in SHW?	3	2	2	7
.....				
Total	46/56 (82%)	32/56 (57%)	34/56 (61%)	112/168 (67%)

Option 3, Quantitative measurement

Frequency



How often are SHW an integrated part of discussions in pre-work briefings?

Percent



How often are SHW covered in refresher training?

Implementation

- Start with using option 1 (checklist)
- Continue with options 2 or 3
- Compare with company priorities in SHW
- Select the most relevant indicators (suggestions in the guide)
- Consider phase wise implementation



More information

Zwetsloot GIJM, Leka S, Kines P, Jain A (2020). **Vision Zero - Proactive Leading Indicators – A Guide to measure and manage safety, health and wellbeing at work.** Geneva: International Social Security Association.
<http://visionzero.global/proactive-leading-indicators-0>

(8 languages)

Zwetsloot GIJM., Leka S, Kines P, Jain A, (2020). Vision zero: Developing proactive leading indicators for safety, health and wellbeing at work. Safety Science 130 (2020), 104890.
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Thank you for your attention

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